

DIVISION OF YOUTH SERVICES

The Division of Youth Services experienced significant growth of residential programs in the late 90s with a resulting need to focus on management of the growth. The division's direction for the upcoming year will involve refocusing on basics such as reinforcing beliefs and philosophies, instilling quality group treatment approaches and development of the next generation of divisional leaders.

Division of Youth Services Operational Plan

Goal: Revalue and Strengthen Agency Training	Status
<ul style="list-style-type: none">• Involve all leadership levels directly in the delivery of training.	<p>November 2005 and ongoing – Director and Central Office staff initially provide “Administrative Concerns” training to each region.</p> <p>January - March 2006 - Regional Administrators deliver “Frames Training” to key regional leadership.</p> <p>March 2006 - Regional Administrators begin ongoing delivery of “Beliefs and Philosophy” training.</p> <p>June 2006 - Regional Administrators develop and implement a plan to ensure management involvement in co-leading and delivery of training packages.</p>
<ul style="list-style-type: none">• Ensure required training is delivered within established timeframes.	<p>March 2006 - Deputy Director and Trainers ensure Database(s) are developed to track required training until Pathlore Tracking System is implemented.</p> <p>June 2006 – Full utilization of database in each region to track required training.</p>
<ul style="list-style-type: none">• Reallocate existing resources to establish a statewide training supervisor.	<p>March 2006 – Central Office Team identifies internal resources to establish position of Statewide Training Supervisor.</p>
<ul style="list-style-type: none">• Develop and revise training packages.	<p>January 2006 – Deputy Directors and Regional Administrators ensure delivery of new advanced group facilitator certification and group leader training packages.</p>

	June 2006 - Statewide Management Team will begin assessment of existing training packages to ensure they meet the agency's needs and beliefs and philosophies.
Goal: Develop Regional Administrator Team	Status
<ul style="list-style-type: none"> • Identify and conduct team building exercises for regional administrators. 	<p>December 15, 2005 – Regional Administrator team building exercises, facilitated by Deputy Directors.</p> <p>December 16, 2005 – Regional Administrator team building exercises facilitated by mentoring group.</p> <p>February 2006 – Deputy Directors reconvene the Regional Administrator Team to further identify the group's goals and their role in furthering the direction of the division.</p>
<ul style="list-style-type: none"> • Assign statewide planning tasks to Regional Administrator team. 	<p>February 2006 – Deputy Directors convene and facilitate Regional Administrator Team to further prioritize tasks and statewide direction.</p> <p>May 2006 – Regional Administrators utilize existing management teams and create cross-disciplinary teams within their respective regions to generate information and identify concerns related to the identified tasks and needs noted above.</p> <p>June 2006 – Regional Administrator Team meets with Deputy Directors to further develop crisis intervention and prevention plans.</p> <p>June 2006 – Regional Administrator Team meets with Deputy Directors to prioritize division tasks related to creating and maintaining healthy program culture.</p>
Goal: Build and Strengthen Regional Leadership	Status
<ul style="list-style-type: none"> • Develop management performance indicators. 	January 31, 2006 - Deputy Directors will finalize revised Regional Administrator job components and performance indicators.

	<p>March 2006 – Revised job components and performance indicators clarified and reviewed with Regional Administrators.</p>
<ul style="list-style-type: none"> Define, design and implement quarterly review process to assess management performance. 	<p>January 31, 2006 – Finalize quarterly regional review agenda.</p> <p>March 2006 - Begin quarterly reviews.</p> <p>June 2006 - Quarterly reviews to include progress reports on previous action plans.</p>
<ul style="list-style-type: none"> Define and implement action plans based on quarterly review findings. 	<p>February 15, 2006 - Develop structure for regional action plans.</p> <p>April 2006 - Action plans to be developed and implemented following quarterly reviews.</p>
Goal: Strengthen and Refocus on Group Counseling and Group Processes in DYS	Status
<ul style="list-style-type: none"> Develop a Group Treatment Manual. 	<p>November 2005 -- Identified major components to be included in Group Treatment Manual. Prioritized by order of greatest impact.</p> <ul style="list-style-type: none"> Group Meetings Group Processes and Activities Outside of Group Meetings Group Interventions Process Group Role in Individual Advancement & Program Completion <p>November 21, 2005 - Sent memo to regions requesting content specific to Group Meetings for the Group Treatment Manual.</p> <p>December 5, 2005 - Conference call held to clarify expectations.</p> <p>December 8, 2005 - Developed template for submission of Group Meeting information.</p> <p>January 13, 2006 - Regional information regarding Group Meetings due in Central Office.</p>

	<p>January 23, 2006 – Information and clarification requested by Central Office as needed.</p> <p>February 14, 2006 – Final regional draft for Group Meeting Section due in Central Office.</p> <p>February 14, 2006 – Central Office Team will request from regions information related to Group Processes and Activities Outside of Group Meetings.</p> <p>March 31, 2006 – Regional information about Group Processes and Activities Outside of Group Meetings due in Central Office.</p> <p>March 31, 2006 – Group Meeting section of Group Treatment Manual finalized.</p> <p>April 30, 2006 – Final Regional Draft for group processes and activities due in Central Office.</p>
<ul style="list-style-type: none">• Identify standards to be used in measuring Group Meeting quality.	<p>January 31, 2006 – Central Office Team will send draft for review to regions for Group Meeting log entry format.</p> <p>January 31, 2006 – Central Office Team will send structured format to regions to develop Group Meeting standards and evaluation tool.</p> <p>February 28, 2006 – Regional teams provide input for log format.</p> <p>February 28, 2006 – Regional teams submit recommendations for Group Meeting standards and evaluation tool.</p> <p>March 15, 2006 – Implement Group Meeting log.</p> <p>March 15, 2006 – Central Office Team requests Information and clarification regarding the Group Meeting standards and evaluation tool as needed.</p> <p>March 31, 2006 – Final regional recommendations for Group Meeting standards and evaluation tool due in Central Office.</p> <p>April 30, 2006 – Implementation of Group Meeting standards and evaluation tool.</p>

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| <ul style="list-style-type: none">• Standardize training for Group Meeting sessions. | April 15, 2006 – Central Office Team will meet with Trainers to begin developing standardized Group Meeting training package. |
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Division of Youth Services Performance Indicator

The Division of Youth Services (DYS) initiatives are designed to increase the likelihood that serious and violent young offenders will make a successful transition to the community after receiving residential services. At the heart of this effort is preparing youth to enter the workforce and/or successfully transition to a program of continuing education or training. Educated and productively involved offenders are less likely to re-offend. DYS focuses on providing youth with meaningful work experiences and training while they are in the care and custody of the division. These efforts are followed by structured community supervision and services designed to better enable the youth to retain work, increase income potential, complete education and training and avoid recommitment.

